Contents

About the	e Editors	vii
About the Contributors		ix
Foreword		XV
Series Preface		xvii
Railway Children		xix
1	The Role of Psychology in Leadership, Change, and Organization	
•	Development Development	1
	H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman,	1
	and Jonathan Passmore	
Part I	Leadership	13
2	A Critical Review of Leadership Theory	15
	Beverly Alimo-Metcalfe	
3	Evidence-based Management and Leadership	49
	Rob B. Briner and Neil D. Walshe	
4	Psychodynamic Issues in Organizational Leadership	65
	Manfred F.R. Kets de Vries, Elizabeth Florent-Treacy,	
	and Konstantin Korotov	
5	Do I Trust You to Lead the Way? Exploring Trust and Mistrust	
	in Leader–Follower Relations	89
	Michelle C. Bligh and Jeffrey C. Kohles	
6	Leader-Culture Fit: Aligning Leadership and Corporate Culture	113
	Gary N. Burns, Lindsey M. Kotrba, and Daniel R. Denison	
7	When Leaders are Bullies: Concepts, Antecedents, and Consequences	129
	Ståle Einarsen, Anders Skogstad, and Lars Glasø	
8	Leadership and Employee Well-being	155
	Emma Donaldson-Feilder, Fehmidah Munir, and Rachel Lewis	

vi Contents

9	Transformational Leadership and Psychological Well-being: Effects on Followers and Leaders	175
	Kara A. Arnold and Catherine E. Connelly	
10	Making the Mindful Leader: Cultivating Skills for Facing	105
	Adaptive Challenges	195
1.1	Jeremy Hunter and Michael Chaskalson	221
11	The Future of Leadership	221
	David V. Day and John Antonakis	
Part II	Change	237
12	The History and Current Status of Organizational and	
	Systems Change	239
	H. Skipton Leonard	
13	Positive Psychology and Appreciative Inquiry: The Contribution of	
	the Literature to an Understanding of the Nature and Process of	
	Change in Organizations	267
	Stefan P. Cantore and David L. Cooperrider	
14	Participation and Organizational Commitment during Change:	
	From Utopist to Realist Perspectives	289
	Rune Lines and Marcus Selart	
15	Developmental Approaches for Enhancing Organizational Creativity	
	and Innovation	313
1.4	Jane Henry	221
16	Individual Readiness for Organizational Change	331
1.7	Myungweon Choi and Wendy E.A. Ruona	
17	Towards an Integration of Stage Theories of Planned	347
	Organizational Change	34/
18	Janice M. Prochaska, James O. Prochaska, and Dustin Bailey Culture and Change in Developing Western Countries	357
10	Anthony Montgomery	337
	11mminy moneyomery	
Part III	Organizational Development	379
19	A Critical Review of Organization Development	381
	Bernard Burnes	
20	The Application of Systems Theory to Organizational Diagnosis Arthur M. Freedman	405
21	Organizational-development Research Interventions: Perspectives	
	from Action Research and Collaborative Management Research	443
	David Coghlan and A.B. (Rami) Shani	
Index		461